

February 2006

First Progress Report of the Cooperation Fund in
Support of Managing for Development Results
(April 2004-December 2005)

CURRENCY EQUIVALENTS

(as of 31 December 2005)

Currency Unit	–	Euro (EUR)
EUR1.00	=	US\$1.1849
US\$1.00	=	EUR0.8606
Currency Unit	–	Canadian dollar (CAN\$)
CAN\$	=	US\$0.8606
US\$1.00	=	CAN\$1.1620

ABBREVIATIONS

ADB	–	Asian Development Bank
BTOR	–	back-to-office reports
CIDA	–	Canadian International Development Authority
CSP	–	Country Strategy and Program
CTL	–	controller's department
DMC	–	developing member countries
EA	–	executing agency
ECRD	–	East and Central Asia Regional Department
IA	–	implementing agency
MfDR	–	managing for development results
MfDR-CF	–	cooperation fund in support of managing for development results
MKRD	–	Mekong Regional Department
OCO	–	office of cofinancing operations
PARD	–	Pacific Area Regional Department
RD	–	regional department
RETA	–	regional technical assistance
RM	–	resident mission
SARD	–	South Asia Regional Department
SERD	–	Southeast Asia Regional Department
SPD	–	strategy and policy department
SPRU	–	results management unit
SRC	–	staff review committee
TA	–	technical assistance
TCR	–	technical assistance completion report
TPR	–	technical assistance progress report
WPBF	–	Work Program and Budget Framework

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I. INTRODUCTION AND BACKGROUND

1. This first Progress Report (the Report) on the Cooperation Fund in Support of Managing for Development Results (MfDR-CF or “the Fund”) covers the period from the Fund’s establishment on 23 April 2004 to 31 December 2005.¹

2. Section I introduces the contents of the report and briefly recalls the history of the Fund establishment and its financial contributions. Section II summarizes management modalities and procedures that were established by ADB for the purpose of administration of the Fund. Section III provides an overview of achievements during the period considered, including portfolio development, financial status, and reporting of key results. Section IV highlights certain issues for further consideration during consultations with donors. The appendix section includes – inter alia – financial statements as of 31 December 2005, and reporting tables providing details of the status of individual technical assistance projects (TA) supported by the Fund.

3. The Report was prepared by ADB’s Results Management Unit in the Strategy and Policy Department (SPD) with inputs from the Office of Cofinancing Operations (OCO) and ADB’s five Regional Departments (RDs)². It was reviewed by members of the MfDR-CF review committee (see para 7) and informally shared with representatives of the three donors participating in the Fund (Canada, the Netherlands, Norway) prior to its formal submission. Annual financial statements were provided by the Controller’s Department (CTL). The Report complies with reporting requirements stipulated in the MfDR-CF Board paper³ and the Administrative Agreements (AA)⁴ signed with donors

4. The MfDR-CF was established in April 2004 as a multidonor umbrella facility. Its purpose is to help promote results-based management techniques within ADB and its developing member countries (DMCs) with a view to contributing to the overarching goal of poverty reduction in the Asia-Pacific region. The Board paper indicates that the Fund can cover the following generic technical assistance (TA) activities:

- (i) Strengthening DMC capacity to prepare and implement results-oriented national development plans.
- (ii) Promote ADB’s contribution to improve management-for development-results through regional activities to build capacity on standards and norms of results management including facilitating participation of DMC officials at international seminars and workshops on results management.

¹ The report period was set to coincide with ADB’s fiscal year (i.e. calendar year).

² Namely, (i) East and Central Asia Regional Department (ECRD); (ii) Mekong Regional Department; (iii) Pacific Area Regional Department (PAR); (iv) South Asia Regional Department (SARD); and (v) Southeast Asia Regional Department (SERD).

³ ADB, 2004, *Establishment of a Cooperation Fund in Support of Managing for Development Results*.

⁴ (i) ADB.2004, *Administrative Agreement between the Government of Netherlands and the Asian Development in regard to a Grant for the Cooperation Fund in Support of Managing for Development Results*, Manila; (ii) ADB.2004, *Administrative Agreement between the Government of Canada and the Asian Development in regard to a Grant for the Cooperation Fund in Support of Managing for Development Results*, Manila; (iii) ADB.2005, *Administrative Agreement between the Government of Norway and the Asian Development in regard to a Grant for the Cooperation Fund in Support of Managing for Development Results*, Manila.

- (iii) Increase the results orientation of public sector management efforts and reform programs by applying results-based approaches to planning, budgeting and implementation.

5. The Fund was created with an initial contribution of one million Canadian dollars (Can\$ 1,000,000) from the Government of Canada through the Canadian International Development Authority (CIDA) formalized in July 2004. The Government of the Netherlands, through the Minister for Development Cooperation, provided an additional contribution amounting to EUR700,000 in December 2004 and the Government of Norway, through the Ministry of Foreign Affairs, provided a new contribution amounting to US\$ 1,254,000 in June 2005. These contributions were made by the three governments on an untied basis. As of 31 December 2005, the financial resources provided to the Fund totaled US\$2,924,719.

II. FUND MANAGEMENT MODALITIES

A. Responsibilities

6. According to the provisions of the board paper, the results management unit (SPRU) in SPD is ADB's designated unit responsible for technical matters pertaining to the administration of the Fund. It acts as *"a focal point and a central channel of communications between various departments and participating donor countries for technical matters relating to the Fund's performance"*. OCO acts as *"the official channel of communication between the participating funding agencies and ADB on financial matters related to the Fund"*, monitoring and reporting on the Fund's financial performance. Consultations with RSDD staff responsible for the administration of other cooperation funds are envisaged to ensure a strategic application of Fund resources and avoid duplication or overlap of activities.

7. The MfDR-CF Review Committee (the Committee) was established after the establishment of the Fund (August 2004) to provide guidance and support in the administration of the Fund. Composed of representatives of the five RDs and SPRU, the Committee performs essentially a technical function. Its main tasks consist of (i) advising SPRU on procedural and Fund management matters as required, (ii) screening and evaluating TA proposals submitted by RDs, and (iii) reviewing and commenting the principal TA processing and implementation documents (concept papers, TA reports, project implementation reports, completion reports, etc). Committee members can also - upon request - provide advice to project officers of their respective departments to support quality-at-entry during TA preparations and results-focused impact and lessons analysis during TA implementation. Four Committee meetings were held during the reporting period, essentially to discuss initial procedural matters and to review proposals submitted by ADB's regional departments⁵. One professional staff in SPRU, assisted by a national officer, assumes the secretariat of the Committee. The principal secretariat tasks include (i) preparation and follow up of Committee meetings, (ii) review and consolidation of comments on technical documents, (iii) preparation of Annual Progress Reports, (iv) liaison with donors in coordination with OCO (including organization of annual consultations), (iv) liaison with RDs as regards the identification, preparation and implementation of TAs supported by the Fund, and (v) internal communication and dissemination of information related to the MfDR-CF.

⁵ The Review Committee Meetings were held on 6 August 2004, 9 December 2004, 14 April 2005, and 10 October 2005.

B. Eligibility and Evaluation Criteria

8. All ADB DMCs are eligible to receive assistance under the Fund. Eligible expenditures include operational costs relating to TA activities. There is no prescribed limit on the amount of funding applied on the basis of project, theme, or geographic area. The Board paper did not indicate either specific criteria or methods regarding the eligibility and the selection of proposals beyond the stipulation that TA projects should be *"in line with the needs of implementing ADB's action plan on managing for development results"*⁶.

9. Issues of eligibility and selectivity were discussed by the MfDR-CF Review Committee at its second meeting held on 10 December 2004. Considering (i) the expected role and mandate of the Fund in terms of influencing practices and disseminating knowledge that can be applied to a broad range of TA operations within ADB, (ii) the small size of the Fund and the requirement to utilize scarce resources in an efficient and strategic manner, and (iii) the necessity to keep a clear focus in the face of a broad and evolving global MfDR agenda, the Committee attempted to clarify the "position" of the Fund - including vis a vis other thematic trust funds administered by ADB - by specifying a set of common criteria for screening and assessing proposals.

10. In the light of discussions, the Fund was positioned to support TA projects that aim at enhancing the results-orientation of public sector management in DMCs, more specifically by introducing changes in processes and/or products related to national (or sectoral) budgeting and planning systems. This particular orientation the Fund is felt to constitute an appropriate niche (not addressed through other thematic trust fund administered by ADB) for which a critical mass of TA initiatives could be pilot-tested through the limited Fund resources so as to generate knowledge and lessons broadly applicable to ADB TA programs. Another benefit of this particular position of the Fund is the potential for synergies between Fund-supported TA projects and the formulation of ADB country strategies and programs (CSPs), i.e. possible utilization of MfDR-CF to strengthen DMC capacities to deliver and monitor development results of ADB assistance programs.

11. It should be emphasized that a number of TA projects, financed from the regular ADB TA program or other trust funds, support various aspects of the international MfDR agenda, either at the national or regional/subregional levels. The list of MfDR-related TAs approved in 2005 (see Appendix 5) can provide a more accurate picture of the breadth of ADB support to the advancement of DMCs' results agendas. In 2005, two (2) of the eight (8) MfDR-related TA projects approved by ADB were financed by the Fund.

12. In view of the above considerations, the Committee resolved to prioritize advisory TAs (i) undertaken at the national or sub-national levels - rather than regional or sub-regional levels - with strong ownership and commitment from the DMC (in accordance with the position of the Fund), (ii) without co-financing or parallel financing from other funding sources (to avoid complex or conditional processing and implementation), and (iii) with a funding request not exceeding \$500,000 (to generate a minimal critical mass of TA projects financed by the Fund). The Committee adopted six (6) criteria for assessing the quality of proposals submitted for support under the MfDR-CF: (i) linkage with national development plans and programs; (ii) identification of development results; (iii) identification of institutions and capacities; (iv)

⁶ ADB's MFDR Action Plan is organized around the three broad pillars of (i) country level, (ii) institutional (ADB) level, and (iii) partnership level activities.

innovativeness, participation and replication potential; (v) monitoring and evaluation mechanisms; and (vi) comparative advantage and implementation capacity of the ADB.

C. Approval Procedure

13. The procedure for processing MfDR-CF supported TA initiatives follows the usual ADB business processes applicable to TA (see flow chart in Appendix 1) and has been simplified to the extent possible in terms of reviews and requirements. The additional requirements for documentation are minimal, consisting of a supplementary assessment sheet (see MfDR-CF templates in Appendix 2), submitted by the Project Officer to allow the Committee to assess the eligibility of the proposal and its responsiveness to the six evaluation criteria. Normally, the Committee endorses a TA proposal at the (initial) concept formulation stage and on a conditional basis (subject to further processing and consideration of eventual Committee comments). However, a proposal at a more advanced stage of preparation (i.e. after TA fact-finding) can be considered for financing under the Fund provided the Committee is satisfied that it meets the criteria as per para. 12 above.

14. Solicitation for proposals. For the first batch of proposals considered by the Committee in December 2004, a formal memorandum was sent by SPD to invite RDs and RSDD to submit TA proposals to the Committee. In 2005, proposals were solicited in three instances through notices published in the *ADB Today* (three times a week in the month preceding a meeting of the Committee). The solicitation for proposals commonly resulted in requests for further information from project officers to the Committee Secretariat, especially as regards evaluation criteria and procedural matters, leading in some cases to the submission of proposals.

15. Identification and preliminary endorsement of proposal. Project officers prepare and forward to the Committee Secretariat (or Head, SPRU) the supplementary assessment sheet together with the TA concept paper⁷ (standard ADB template). The secretariat collects proposals and circulates the relevant documentation to Committee members for review at least one week prior to the meeting. Proceedings of Committee meetings, including recommendations made by the Committee on each proposal (approval, rejection, or resubmission), are recorded through minutes sent to RDs.

16. Design and final approval of TA. Once it has received preliminary endorsement, the TA is processed following the usual steps, including fact-finding mission, interdepartmental circulation of draft TA paper, eventual staff review committee (SRC) meeting, and submission of final TA paper for approval. During the TA design phase, the responsible project officer is expected to keep the Committee informed of developments in TA preparations. The draft TA paper is reviewed by the Committee prior to interdepartmental circulation and the Secretariat may participate in the SRC meeting.

17. Implementation of TA. TA implementation can start after the TA cooperation letter is signed by the Government. For monitoring and reporting purposes, the project officer is expected to provide the Committee secretariat with the principal technical documents prepared during TA implementation.

⁷ The TA concept paper is normally already cleared by the concerned Vice-President and included in the Country Strategy and Programme (CSP) or its update (CSPU). If not, Management clearance has to be obtained by the RD.

D. Reporting and Monitoring Arrangements

18. The Board paper indicates that *“ADB will monitor and evaluate Fund activities in the same manner as for ADB-financed TA operations in accordance with established ADB procedures”* and that *“ADB will prepare an annual progress report on the Fund and its activities and will submit the report to each donor government participating in the Fund”*.

19. Further reporting requirements stipulated in the AAs, include the following:

- (i) an annual progress report on each project as applicable, to be submitted within 90 days after the end of the calendar year;
- (ii) an annual report on the Fund, consisting of summary progress accounts of the ongoing activities, major results achieved, major deviations – if any – from the agreed documents;
- (iii) A final report within 90 days after completion of each Project, containing a comprehensive overview of the total Project implementation;
- (iv) A final report within 90 days after completion of the Fund, containing a comprehensive overview of the implementation of activities under the Fund;
- (v) semi-annual financial statements with respect to the Fund, to be submitted within 90 days after the period concerned;
- (vi) A final financial statement with respect to the Fund, on income and expenditures, including a specification of any funds generated from investments, to be submitted within 90 days after completion of the Fund.

20. The AAs also include provisions that:

- (i) *ADB will, in accordance with its policies and procedures: (a) furnish the donor countries with reports and information as so required concerning the progress of the projects and (b) inform the donor countries promptly of any condition which interferes, or threatens to interfere, with the fulfillment by ADB of its commitments.*
- (ii) *ADB will maintain records and accounts in accordance with normal policies and procedures, to show contributions, interest income and expenditures financed by the fund.*

21. In practice, technical reporting information is mainly composed of internal documents prepared or updated during TA processing and implementation including back-to-office reports (BTORs) of review missions, Project Processing Information System (PPIS), TA progress reports (TPRs), consultant reports, and TA completion reports (TCRs). Financial reporting on the Fund is based on financial statement issued by CTL semi-annually. Financial statements are usually made available four to six weeks after the end of the reporting period. In general, ADB's current reporting system remains focused on monitoring project implementation in terms of execution of activities and utilization of resources (i.e. input-orientation of reporting systems). However, given the nature and role of the MfDR-CF, a particular effort should be made to ensure that reporting on Fund activities is itself characterized by an enhanced “results-orientation” (i.e. focused on country outcomes - including MfDR capacity development - brought about or promoted by the supported TA projects). To this end, and in order to better capture relevant MfDR knowledge and lessons, it is proposed to complement readily available ADB

reporting information by direct consultations at the country level, including through field missions of staff and/or consultants.

22. The reporting tables presented in Appendixes 3 and 4 are proposed to be used as main tools for monitoring progress on individual TA operations financed by the Fund. The first table provides an overview of the principal TA processing and implementation milestones; it is proposed to be updated quarterly based on the ADB reporting system, essentially PPIS and TPRs. The second table aims at providing a more substantive report on results and lessons learnt. It is proposed to be updated annually for the preparation of the Annual Progress Report, based on information gathered from Mission leaders and analyzed specifically for the purpose of the MfDR-CF reporting.

III. OVERVIEW OF ACHIEVEMENTS IN THE FIRST YEAR OF OPERATIONS

A. Initial Activities and Procedural Matters

23. While the Fund was established in April 2004 (with the first contribution formalized in July 2004), active coordination and management of Fund operations started with the full staffing of SPRU in November 2004 and the designation of one SPRU professional staff as secretary to the Review Committee. Initial tasks focused on clarifying internal procedural and administrative matters including (i) activating and defining the role of the Review Committee and its secretariat (see para 7), (ii) setting procedures for submitting proposals and allocating Fund resources (see para 13-17), (iii) defining criteria and templates for assessing proposals (see para 8-12), and (iv) communication and awareness raising within ADB.

24. At this stage, no change in procedures or modalities for operating the Fund is envisaged, with the exception of the minor recommendations formulated in para 37. In general, the Review Committee seems to be an adequate channel for discussing important Fund administration matters. The peer review mechanism ensured through the Committee functioned relatively well and presumably contributed to improve quality at entry of proposals. In the medium term however, as Fund resources are expected to be entirely allocated, the role of the Committee is expected to shift from peer reviewing / assessment of TA proposals at the concept and development stage to results monitoring support during TA implementation. Due to mission schedules however, the presence in Committee meetings of the five designated RD representatives could not be ensured and alternates had to be designated by RDs. This may not be considered as a weakness as it allowed the involvement of a larger number of ADB staff in Fund matters; consequently, a core group of peer reviewers of MfDR initiatives may be emerging.

B. Communication and Visibility

25. Awareness and visibility of the MfDR-CF has been developed internally through a variety of means including notices posted in *ADB today*, articles published in the “*results matter*” newsletter published by SPRU, presentations made to staff at departmental retreats, briefing provided to the Board of Directors⁸, wide circulation of minutes of the Review Committee meetings, and networking of Committee members.

26. The main documents related to the MfDR-CF - including templates, list of endorsed TA projects (and links to TA reports) - can be accessed both through the intranet

⁸ A brief presentation of the Fund was made at Informal board seminar on MfDR held on 21 April 2005.

(<http://manage4results.asiandevbank.org>) and the ADB web site (<http://www.adb.org/MfDRCF>). To further develop access to updated Fund information, the contents and organization of the MfDR-CF web pages will be reviewed and expanded in the first quarter of 2006 (together with a revamping of ADB's MfDR web). Official documents, procedural guidelines and proposal templates on the MfDR-CF (as well as other trust funds administered by ADB) are also accessible through OCO's trust funds database at <http://cofinancing.asiandevbank.org/> or <http://trust.asiandevbank.org/> in the ADB portal.

C. Project Portfolio

27. Overview. After one year of operations, the Fund portfolio consists of five (5) TAs, of which two (2) have been fully processed and three (3) have received preliminary endorsement by the Committee. The 5 proposals account for an amount of US\$1,650,000, equivalent to the totality of the Canadian and Dutch contributions to the Fund. The allocation of 100% of the Fund resources in a period of six months (December 2004-May 2005) can be taken as an indicator of rapid and successful launch of the MfDR-CF. Taking into account the recent contribution from Norway, which remains entirely unallocated as of 31 December 2005, commitments or TA approvals account for 19% of the Fund resources (33% excluding the contribution from Norway).

28. Endorsement. During this first reporting period, the Committee reviewed a total of ten (10) eligible TA proposals for financing under the MfDR-CF⁹. Six (6) proposals were submitted in 2004 and four (4) proposals were submitted in 2005. The five (5) proposals endorsed by the Committee, subject to further processing, are:

- (i) VIETNAM, VIE: results-based monitoring of poverty reduction and growth (\$400,000);
- (ii) KYRGYZ REPUBLIC, KGZ: development monitoring and evaluation systems at the local level (\$200,000);
- (iii) NEPAL, NEP: operationalization of managing for development results in Nepal (Previously Operationalization of Results Based Country Strategy and Program in Nepal) (\$400,000);
- (iv) LAO PDR, LAO: capacity development for monitoring development results of the national growth and poverty eradication strategy(\$150,000);
- (v) PHILIPPINES, PHI: operationalization of the national development plans and programs for promoting rural electrification (\$500,000).

29. Processing and approval. Of the five (5) proposals endorsed by the Committee: two (2) proposals (were fully processed and approved by ADB in 2005 (VIE and LAO); one (1) proposal (is at an advanced stage of processing (NEP); one (1) proposal is being processed after having been on hold for several months due to political upheavals (KGZ), and one (1) proposal is awaiting clearance prior to processing (PHI).

30. Implementation. Only the VIE TA has reached implementation stage in 2005, with recruitment of consultant under way. No country activities to be reported had taken place by 31

⁹ This figure excludes incomplete or ineligible proposals submitted to the Committee.

December 2005. A brief description of the expected outcomes of the two TAs approved in 2005 is provided in Appendix 4. The full TA papers can be consulted on ADB website.

31. Profile of Portfolio. In terms of geographic distribution (as per ADB's RDs), two (2) endorsed TA projects are in the Mekong Region, one (1) is in South-East Asia, one (1) in South Asia, and one (1) in East and Central Asia. In terms of sector or thematic focus, one (1) TA has a sector focus and classification (energy), and the remaining four (4) TAs have multi-sector and poverty reduction emphasis. In accordance with the mandate and role of the Fund, all endorsed TAs have a public sector governance emphasis, contributing to strengthen the results-orientation of DMC agencies responsible for managing economic and social development. Three (3) Fund supported TAs are directly or indirectly linked with the formulation or the implementation of ADB's results-based CSPs (Nepal, Vietnam, Lao PDR).

32. The limited number of TAs that can be endorsed by the Fund with current resources (probably 8 to 10 projects) should ensure that the overall portfolio reflects characteristics that are beneficial to MfDR knowledge acquisition, such as:

- (i) Pilot nature: small scale initiatives with an innovative MfDR element;
- (ii) Demonstration effect: proposals with good chances of success and that can emulate initiatives in other sectors, provinces, or institutions;
- (iii) Demand-driven: readiness of DMC counterparts, including interest in and commitment to MfDR on the part of the executing agencies (EAs) and implementing Agencies (IAs);
- (iv) Comparative Advantage: capacities of ADB's resident missions (RMs), quality of RM interaction with EAs and IAs, synergies with other ADB operations, including results-based CSP processes.

D. Results Reporting

33. It is expected that preliminary results from the two TAs approved in 2005 (and possibly another TA expected to be approved early 2006) could be reported in the 2006 MfDR-CF Annual Progress report to be submitted in the second quarter of 2007. As highlighted in paras 21 and 22 above, reporting on Fund activities is expected to focus on results at the county level. The suggested annual reporting format for individual TAs, presented in Appendix 4, aims at better capturing outcomes achieved by individual projects, lessons learned from the technical assistance, and their MfDR capacity development impact.

E. Financial Status

34. The total MfDR-CF fund available for project financing from June 2004 to December 2005 amounted to US\$2,924,719.56. This includes contributions from (i) Government of Canada amounting to CAN\$1,000,000 (US\$775,494); (ii) Government of Netherlands amounting to EUR700,000 (US\$945,000); and (iii) Government of Norway amounting to US\$1,254,000. Of this total amount, US\$550,000 has been committed for two projects. Disbursements under these projects are expected to commence in early 2006. The financial statements as of 31 December 2005 are in Appendix 6.

IV. ISSUES FOR DISCUSSION DURING CONSULTATIONS AND STAFF VIEWS

A. Optimal Size of the Fund

35. In its first year of operation, the Fund amount was multiplied by four. This development, albeit very significant and rather sudden, is not expected to fundamentally affect the “pilot” nature of the Fund and its specific position within ADB as outlined by the Review Committee. The current size of the Fund, equivalent to a portfolio of 8 to 10 TA projects, can indeed be considered “optimal” in relation to the purpose and the expected role of the Fund in ADB, i.e. pilot testing and disseminating country initiatives aimed at enhancing the results-orientation of planning and budgeting processes in DMCs, and influencing practices in ADB. The Fund size is also consistent with the level of staff resources currently devoted by ADB to the administration of the Fund, and with the technical capacities and mandate of SPRU, which includes acquisition and dissemination of MfDR knowledge within ADB.

36. It is staff view that eventual further increases in the fund amount in the short run would bear the risk of depriving the Fund of this original “pilot” nature and raise a number of issues with respect to the absorption capacities and demand from DMCs (see para 39). In the medium term however - and subject to satisfactory reviews of Fund operations as well as continued demand for assistance from DMCs - it could be envisaged to seek additional donor contributions to move from the current pilot testing and learning phase to a scaling-up phase. In such case, staff resources required for the good administration of the Fund would have to be increased and technical responsibilities for the Fund administration would probably have to be reconsidered¹⁰.

B. ADB Staff Resources Required for Fund Management

37. In the reporting period, MfDR-CF administration accounted for roughly 25% of the total working time of one professional staff and 10% of one support staff in SPRU. In 2006, this percentage of staff time is expected to reach 30% for both staff due to the actual start of implementation of several TAs, and the additional reporting requirements, related consultations and field work. This is considered an upper limit of the level of staff resources that can be devoted by SPRU to the administration of the Fund in 2006.

38. To ensure an efficient use of ADB staff time while meeting the reporting and other requirements necessary to the good administration of the Fund, the following measures can be proposed: (i) regular posting on ADB web site of MfDR-CF reporting information (including annual reports, financial statements, and quarterly reporting tables) to provide updated and easy reference to interested parties including donors, (ii) flexibility in the frequency of Review Committee meetings (as and when justified by specific agendas rather than quarterly), (iii) direct support of designated committee members in RDs for liaising with project officers to facilitate a results-focused reporting of individual TA, and (iv) organization of joint annual consultations by videoconference¹¹.

¹⁰ SPD is not considered an operations-support department in ADB and does not usually administer trust Funds. The rationale for designating SPD as responsible department for the technical administration of the Fund is based on the location of the results management unit within the department and the understanding that the Fund is an instrument to promote the results agenda of the ADB and disseminate MfDR knowledge. The independent assessment of MfDR in ADB conducted by Universal Management Group Ltd (Canada) between August and November 2005, expressed the view that the Fund administration could be brought closer to operations after the launching phase.

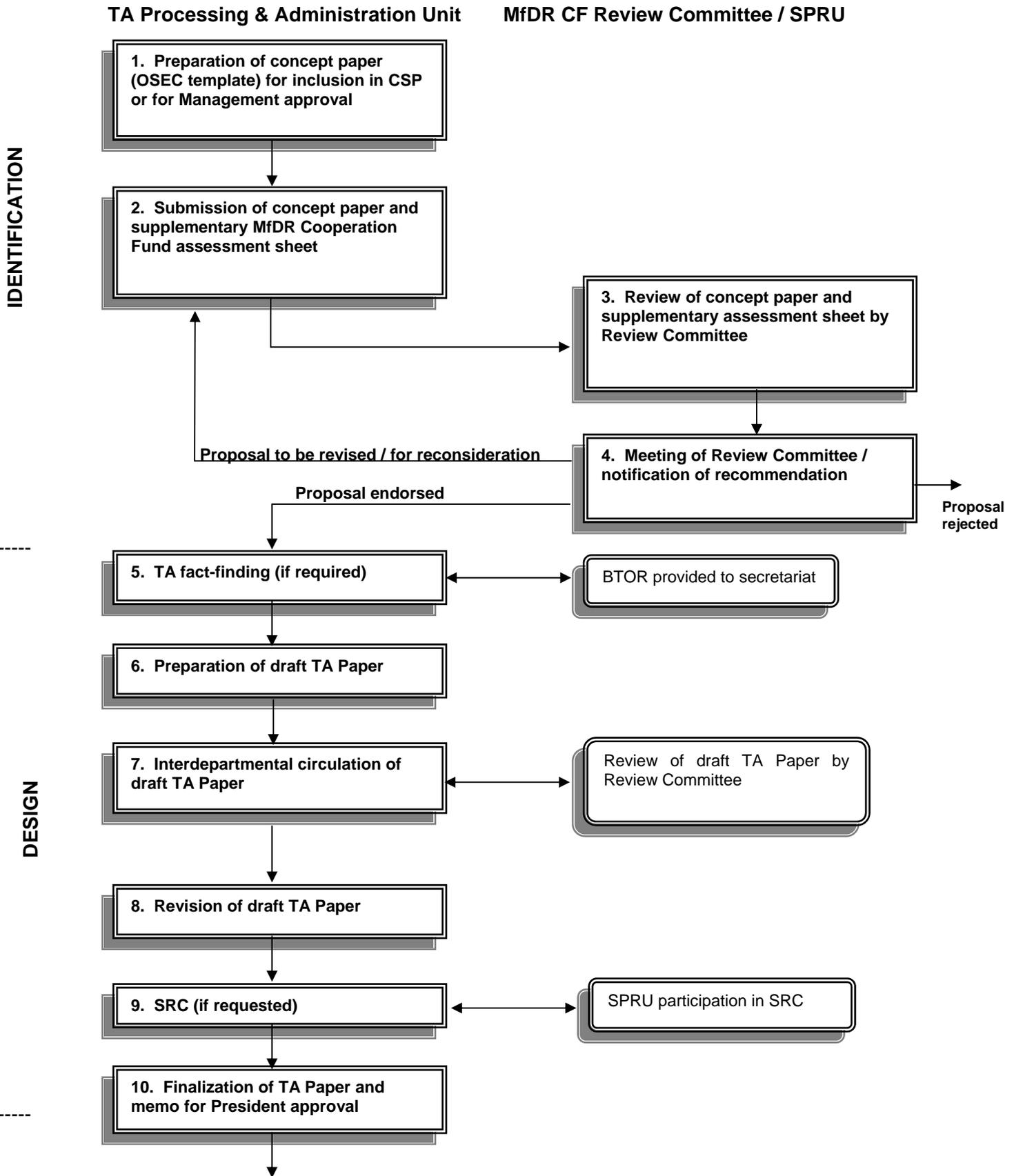
¹¹ While the principle of joint annual consultations has been agreed upon and should be retained, it may be difficult to implement through simultaneous visits to Manila of the three concerned donors. The use of videoconference

C. Absorption Capacity and Prospects for 2006

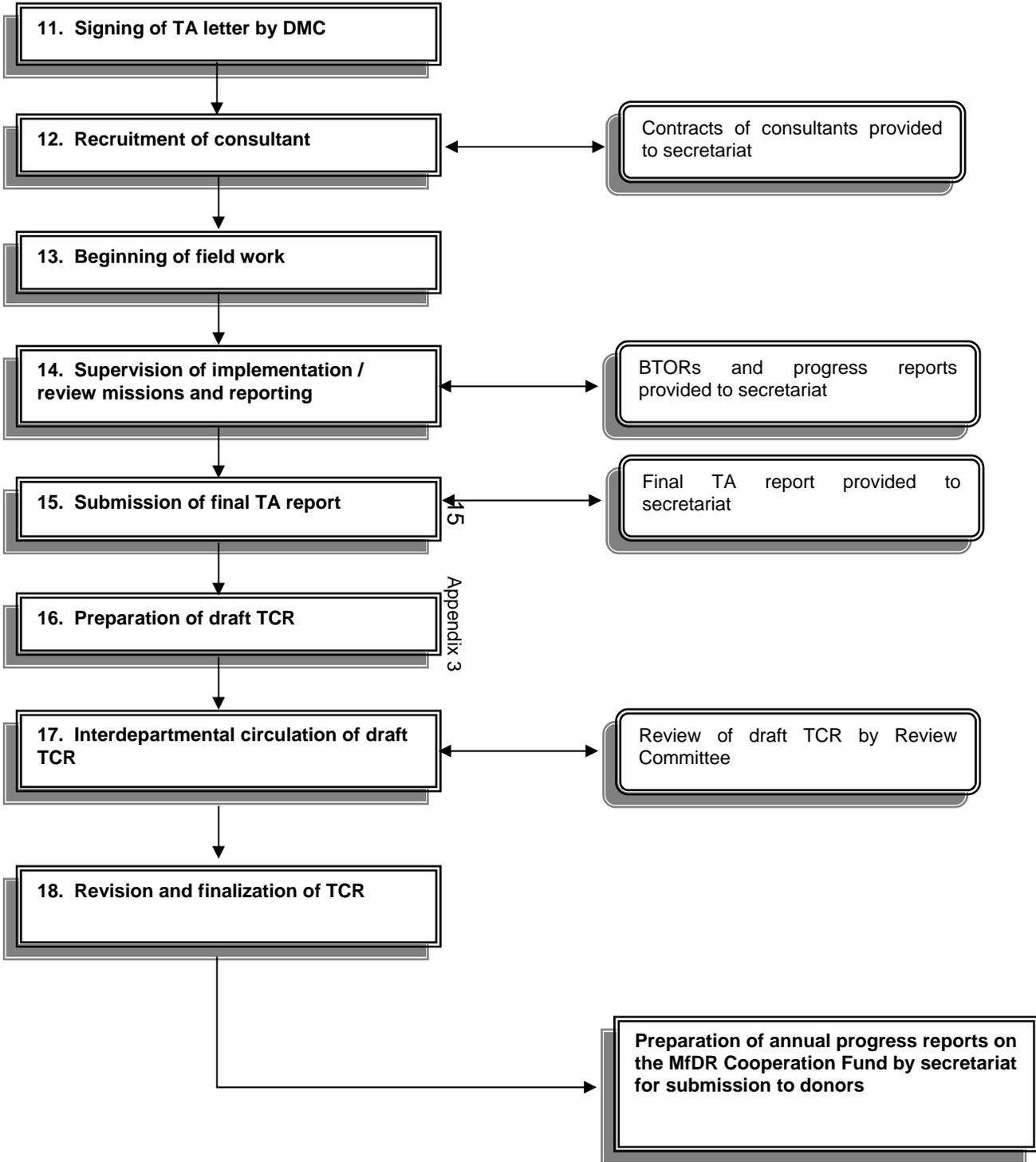
39. The number of proposals submitted to the Committee declined in the second semester of 2005. Several reasons can be invoked. On the “supply side”, a much greater scrutiny is exercised by ADB management on processing of new TAs and bank-wide instructions have been given to streamline the portfolio of advisory TAs in the 2006-2008 Work Program and Budget Framework (WPBF). On the “demand side”, so far, only a minority of DMCs has actively participated in debates on the emerging international results agenda, and very few of them have formulated their own national results agenda and demonstrated commitment towards implementing management changes supported by the Fund. It seems that in practice, a certain level of MfDR awareness, familiarity with concepts, and interest in reforming management approaches have to be achieved within DMC agencies before TA support can be effectively envisaged through the Fund.

40. Against this background, staff considers that the selective focus and position of the Fund should be maintained and that proposals should be assessed on the sole basis of their quality and responsiveness to the Fund objectives (including DMC ownership of a national results agenda). Proposed quantitative targets set for end 2006 remain ambitious: (i) allocation of 80% of the contribution from Norway (resulting in the allocation of 91% of the total Fund), (ii) commitment of 65% of the total Fund resources, and (iii) implementation stage reached for five (5) fund-supported TAs. A preliminary analysis of Fund-supported TA results is expected to be carried out in view of the preparation of the 2006 Annual Progress report.

MfDR-CF PROCESSING AND ADMINISTRATION FLOW CHART



IMPLEMENTATION



**MfDR-CF TEMPLATES: SUPPLEMENTARY ASSESSMENT SHEET
AND TA CONCEPT PAPER**

Supplementary Assessment Sheet

Submitted by:		Dept/Div:
Title:		Total TA Amount:
DMC(s):		Amount requested from MfDR-CF:
1. Linkage with National Development Plans and Programs		
<p><i>[Indicate how the proposed MfDR initiative is linked with national or subnational development plans and programs under implementation - including the PRS or other poverty reduction strategic frameworks - or can contribute to the formulation of such plans and programs in the concerned DMC(s). Specify the scope and coverage of the programs and plans (geographic areas, sectors, etc.).]</i></p>		
2. Identification of Development Results		
<p><i>[Identify the development results that are the focus of the proposed MfDR initiative (poverty reduction, MDG target(s), other). Mention key problems in capturing the identified development results with currently available indicators or statistical systems and explain how the initiative can remedy the situation. If possible, specify intermediate indicators (inputs, outputs) and/or final indicators (outcomes and impact) that can be generated or improved through the MfDR initiative to monitor progress towards the identified development results.]</i></p>		
3. Identification of Institutions and Capacities		
<p><i>[Identify the institution(s) of the DMC(s) targeted to benefit from the proposed MfDR initiative (including executing and implementing agencies, non-government bodies). Indicate the management area(s) that can be improved with the proposed results-based approach (strategy formulation and planning, public expenditure management, program / project implementation, monitoring and evaluation) and identify the specific capacities of the beneficiary institutions that can be strengthened at the organizational / management level and at the technical level. If training / staff development or participation of Government officials and/or civil society representatives in international events are envisaged, mention the beneficiary groups, areas of training, and proposed events.]</i></p>		

(Attach to concept paper in CSP/CSPU)

4. Innovativeness, Participation and Replication Potential

[Explain how the proposed MfDR initiative may constitute an improvement or an innovation in existing public sector management systems and practices in the concerned DMC(s), including through broadened civil society participation in decision-making processes. Assess the potential for (and likelihood of) replication of the initiative (e.g. from one sector to another, from one region to another, from the subnational to the national level, etc.). Mention possible mechanisms for sharing knowledge and experience acquired through the MfDR initiative.]

5. Monitoring and Evaluation Mechanisms

[Indicate the envisaged scope, nature, and frequency of reporting of the proposed MfDR initiative, including through standard ADB practices. Identify indicators for monitoring implementation progress and for assessing the performance of the MfDR initiative. Mention how the outcome and impact of the initiative can be assessed.]

6. Comparative Advantage and Implementation Capacity of the ADB

[Summarize the main lessons of ADB's past experience in the sector(s) or thematic area(s) of relevance to the proposed MfDR initiative in the concerned DMC(s). Provide an appreciation of donor coordination / level of harmonization in the area(s) of the initiative. Estimate ADB staff time and identify technical skills required for supervising and providing technical guidance to the initiative throughout its implementation period.]

FOR MfDR-CF COMMITTEE'S USE ONLY

Proposal reviewed by committee on: [date]

Recommendation of Committee: Proposal rejected

Proposal to be revised (for reconsideration for next batch)

Proposal endorsed

Main reasons for recommendation:

(Attach to concept paper in CSP/CSPU)

Concept Paper Template**{Title}****Concept Paper****Date:** {Date}**{To mark a checkbox, double-click on it, choose CHECKED from the Default Value box, then click on OK.}****1. Type/modality of assistance** (double-click on appropriate box)

- Lending
- Project loan
 - Program loan
 - Sector loan
 - Sector development program loan
 - Other: {specify, e.g., loan-financed project preparatory, project implementation, or advisory activities}
- Nonlending
- Project preparatory
 - Other than project preparatory
 - Economic, thematic, and sector work
 - Institutional development
 - Other: {specify, e.g., TA-financed regional activities, project implementation, or advisory activities}

2. Assistance Focus

- a. If assistance focuses on a particular sector or subsector, specify the
Sector(s): {Insert sector name; if multisector, specify up to three sectors.}
Subsector(s): {Insert subsector name; if multisector, specify up to three subsectors.}
- b. For project preparatory and lending, classification {check one}
- Targeted Intervention
 - General Intervention
- c. Key thematic area(s) {check more than one category, if applicable}
- Themes:
- | | |
|---|---|
| <input type="checkbox"/> Sustainable economic growth | <input type="checkbox"/> Environmental sustainability |
| <input type="checkbox"/> Inclusive social development | <input type="checkbox"/> Regional cooperation |
| <input type="checkbox"/> Governance | <input type="checkbox"/> Private sector development |
| <input type="checkbox"/> Gender and development | |

Subtheme(s): {Specify up to three subthemes.}

{Read and delete: For details, see Staff Instructions: Explanatory Note and Theme and Sector Lists as of 7 June 2004 (Lotus Notes database).}**3. Coverage** {click on appropriate box}

- Country Subregional Interregional
- Internal policy development

4. Responsible division/department: {insert name, spelled out}**5. Responsible ADB officer(s):** {insert name if known}**6. Description of assistance(s)**

- a. **Background/linkage to country/regional strategy:** {insert text}
- b. **Goal and purpose:** {insert text}
- c. **Components and outputs:** {insert text}

d. **Expected results and deliverables:** {insert text}

e. **Social or environmental issues or concerns:** {insert text}

f. **Plans for disseminating results/deliverables:** {insert text}

7. **Proposed executing/implementing agency or agencies:** {insert name(s)}

8. **Nature/extent of government/beneficiary involvement in identifying or conceptualizing the assistance:** {insert text}

{Note: Mention the institutions in government and civil society, including nongovernment organizations, that have been consulted about the project, and the nature of the consultations.}

9. **Timetable for assistance design, processing, and implementation**

a. Year included in CSP, CSP Update, RCSP, RCSP Update, or interregional work plan: {Year}

b. Expected date of submission for approval
 Lending: {date}
 Nonlending (project preparatory): {date}
 Nonlending (other than project preparatory): {date}

c. Period and duration of assistance(s)
 Lending: {insert period and duration}
 Nonlending: {insert period and duration}

10. **Financing Plan** {Indicate possible financing sources and amount of assistance, cost estimates, and financing arrangements.}

a. For lending
 Ordinary capital resources: \${amount}
 Asian Development Fund: \${amount}
 Other: {specify} \${amount}

If cofinancing is required, indicate amount and sources sought: \$____, from _____.
 If known, provide cost estimates and financing arrangements.

Source	Amount (\$)
ADB Financing	
Government Financing	
Other Financing	
Total Cost	

Source: _____

b. For nonlending
 No resources required, other than ADB staff
 ADB's administrative budget: \${amount}
 Grant TA funds
 Other: {specify}

If cofinancing is required, indicate amount and sources sought: \$____, from _____.
 If known, provide cost estimates and financing arrangements.

Source	Amount (\$)
ADB Financing	
Government Financing	
Other Financing	
Total Cost	

Source: _____

ADB = Asian Development Bank, CSP = country strategy and program, RCSP = regional cooperation strategy and program, TA = technical assistance.

MFDR-CF: TA PROCESSING AND IMPLEMENTATION MILESTONES AS OF 31 DECEMBER 2005

Country TA Number / Title / Amount (USD)	Classification	Scope Executing Agency	Processing milestones	Implementation milestones	Implementation progress as of 30 September 2005
2005 Approvals:					
<p>Viet Nam</p> <p>TA 4612-VIE Results-based Monitoring of Poverty Reduction and Growth</p> <p>400,000</p>	<ul style="list-style-type: none"> • Sector: <i>Multisector,</i> • Sub-sector: <i>Economic Management and Public Policy</i> • Theme <i>Sustainable Economic Growth, and Capacity Development</i> • Sub-theme: <i>Developing Rural Areas, and Institutional Development</i> • GI/TI: <i>GI</i> 	<p>Comprehensive Poverty Reduction and Growth Strategy (CPRGS) and 5 year Socio-Economic Development Plan (SEDP): develop results frameworks and indicators for tracking progress.</p> <p>EA: Ministry of Planning and Investments</p>	<ul style="list-style-type: none"> • Endorsed by committee: <i>9 Dec. 04</i> • Draft TA paper reviewed by Committee: <i>14 Apr. 05</i> • SRC: <i>waived</i> • TA approval: <i>14 July 2005</i> • TA Letter signing: <i>20 October 2005</i> 		
<p>Laos</p> <p>TA 4624-LAO Capacity Development for Monitoring Development Results of the National Growth and Poverty Eradication Strategy</p> <p>150,000</p>	<ul style="list-style-type: none"> • Sector: <i>Law, Economic Management and Public Policy</i> • Sub-sector: <i>National Government Administration</i> • Theme: <i>Governance</i> • Sub-theme: <i>Public Governance</i> • GI/TI: <i>N/A</i> 	<p>National Growth and Poverty Eradication Strategy (NGPES) and 5-year socio Economic Development Plan (2006-10): NGPES monitoring and reporting system; development of “results indicators” at the sector/ subsector and thematic levels, in relation with the preparation ADB’s CSP</p> <p>EA: Committee for Planning and Investments</p>	<ul style="list-style-type: none"> • Endorsed by committee: <i>14 Apr. 05</i> • Draft TA paper reviewed by Committee: <i>14 April 2005</i> • SRC: none • TA approval: <i>26 July 2005</i> • TA Letter signing: 		

Country TA Number / Title / Amount (USD)	Classification	Scope Executing Agency	Processing milestones	Implementation milestones	Implementation progress as of 30 September 2005
2005 Endorsed proposals with projected approval in 2006					
• FIRM					
Nepal Operationalization of Managing for Development Results in Nepal 400,000	<ul style="list-style-type: none"> • Sector/s <i>Law, Economic Management Finance</i> • Sub-sector <i>Economic Management Finance Sector</i> • Theme <i>Sustainable Economic Growth</i> • Sub-theme <i>Promoting efficiency and enabling environment</i> • GI/TI: <i>N/A</i> 	10 th National Plan, focus on components related to ADB's area of assistance (under the 1 st RB-CSP): improvements of statistical systems and capacities, monitoring of performance indicators, institutionalization" of RBM in the EA. EA: National Planning Commission (NPC)	<ul style="list-style-type: none"> • Endorsed by committee: <i>14 Apr. 05</i> • Draft TA paper reviewed by Committee: <i>10 Oct. 05</i> • SRC: <i>waived</i> • TA approval: <i>Pending approval</i> 		
Kyrgyz Development Monitoring and Evaluation Systems at the Local Level 200,000	<ul style="list-style-type: none"> • Sector/ sub- sector: <i>TBD</i> • Theme/sub- theme: <i>TBD</i> • GI/TI: <i>TBD</i> 	Monitoring of development assistance benefits at the local level: pilot results monitoring system established in two provinces. EA: Comprehensive Development Framework (CDF) Secretariat in the President's Administration IA: National Statistical Agency	<ul style="list-style-type: none"> • Endorsed by committee: <i>9 Dec. 04</i> <p><i>Proposal on hold following political upheavals / reconsideration of program priorities with the new Government administration.</i></p> <p><i>Commitment of the Government to the TA - as originally designed - reaffirmed in Nov 05 allowing ADB further processing.</i></p>		

Country TA Number / Title / Amount (USD)	Classification	Scope Executing Agency	Processing milestones	Implementation milestones	Implementation progress as of 30 September 2005
• STANDBY					
<p>Philippines</p> <p>Operationalization of the National Development Plans and Programs for Promoting Rural Electrification in the Philippines</p> <p>500,000</p>	<ul style="list-style-type: none"> • Sector/ sub-sector: <i>TBD</i> • Theme/sub-theme: <i>TBD</i> • GI/TI: <i>TBD</i> 	<p>2004 Expanded Rural Electrification Program: results-based monitoring of the overall program implementation; participatory planning and programming at the level of electric cooperatives (ECs); preparation of annual rural electrification action plans in selected ECs.</p> <p>EA: Department of Energy</p>	<ul style="list-style-type: none"> • Endorsed by committee: <i>14 Apr. 05</i> <p><i>Status: Management clearance of TA Concept to be confirmed.</i></p>		

MfDR-CF: TA RESULTS REPORTING AND LESSONS LEARNED AS OF 31 DECEMBER 2005

Country TA Number and Title Amount (USD)	Outcome Indicators (as per TA framework)	Status of Outcome Achievement / Progress to date	Assessment of Capacity Development Impact (Executing Agency and other beneficiaries)	Lessons Learned and Potential for Replication
<p>Viet Nam</p> <p>TA 4612-VIE</p> <p>Results-based Monitoring of Poverty Reduction and Growth</p> <p>400,000</p>	<p>Strengthened Institutional capacity of the Government for results-based monitoring of poverty reduction and growth:</p> <ul style="list-style-type: none"> • A set of indicators of development results identified and validated. • Results frameworks adopted in SEDP. • Methodologies for deriving indicators developed. • Officials trained. 			
<p>Laos</p> <p>TA 4624-LAO</p> <p>Capacity Development for Monitoring Development Results of the National Growth and Poverty Eradication Strategy</p> <p>150,000</p>	<p>Strengthened institutional capacity of the Government for results-based monitoring of the NGPES:</p> <ul style="list-style-type: none"> • NGPES indicators related to CSP identified • Sustainable and functional NGPES monitoring and reporting system in place • Officials trained 			

LIST OF MfDR TAs APPROVED BY ADB IN 2005

TA#	Country	TA Name	Total Amount In US\$	Funding Sources	Approval Date
4581	PRC	Developing a Result-Based National Monitoring and Evaluation System for Key Projects	400,000	TASF	21-Apr-05
4591	MLD	Developing a Results-Oriented 7th National Development Plan	377,000	NPRS	24-May-05
4612	VIE	Results-Based Monitoring of Poverty and Growth	400,000	MfDR-CF	14-Jul-05
4624	LAO	Capacity Development for Monitoring Development Results of the National Growth and Poverty Eradication Strategy	150,000	MfDR-CF	26-Jul-05
6256	REG	Results-focused Project Design and Management	850,000	TASF	09-Sep-05
4686	PHI	Harmonization and Managing for Results	700,000	TASF	04-Nov-05
6269	REG	Preparation and Pilot of the Community of Practice on Managing for Development Results	150,000	TASF	16-Nov-05
4749	PAK	Result-Based Monitoring of Projects	300,000	TASF	16-Dec-05
	TOTAL	8 TAs (in 6 DMCs and 2 Regional), total:	3,327,000		
		of which 2 financed from MfDR-CF, total:	550,000		

MfDR-CF FINANCIAL STATEMENTS AS OF 31 DECEMBER 2005

Statement 1

ASIAN DEVELOPMENT BANK
ADMINISTRATOR FOR
TECHNICAL ASSISTANCE GRANT FUND
COOPERATION FUND IN SUPPORT OF MANAGING FOR DEVELOPMENT RESULTS

STATUS OF GRANT (CONTRIBUTION)

As of 31 December 2005

(Amounts in US dollar)

TOTAL CONTRIBUTION COMMITTED		2,924,719.56
Add: Gain (loss) arising from change in value of currency		<u>49,774.82</u>
NET CONTRIBUTION AVAILABLE		
Amount received - Gov't of Norway (USD1,254,000)	1,254,000.00	
Amount received - Gov't. of Canada (CAD 1,000,000)	775,494.38	
Amount received - Gov't. of Netherlands (EUR 700,000)	<u>945,000.00</u>	2,974,494.38 ^{a/}
Add: Income from Investments	54,768.58	
Interest Income	16,660.86	
Gain/(Loss) on Foreign Exchange Transactions	<u>0.00</u>	<u>71,429.44</u>
TOTAL AMOUNT AVAILABLE		3,045,923.82
Less amounts utilized for:		
Project expenditures (Statement 2)	-	
ADB administration cost	-	
Financial expense - bank charges	<u>(28.00)</u>	<u>(28.00)</u>
UNTILIZED BALANCE		3,045,895.82 ^{b/}
Less: Outstanding commitments	(550,000.00)	
Reserve for ADB administration cost	<u>(27,500.00)</u> ^{c/}	<u>(577,500.00)</u>
UNCOMMITTED BALANCE		<u><u>2,468,395.82</u></u>

^{a/} Represents the actual US dollar equivalent of contributions received.

^{b/} Represented by:

Cash in bank	233,241.09
Investments	2,778,834.51
Accrued income	3,820.22
Advances	<u>30,000.00</u>
	<u><u>3,045,895.82</u></u>

^{c/} Represents 5% of the outstanding commitments.

ASIAN DEVELOPMENT BANK
Statement of TA Expenditures - Cooperation Fund in Support of Managing for Development Results
As of 31 December 2005
(Expressed in US dollars)

TA Title	TA No./Type	Date of Approval	TA Amount ^{1/}	Received Amount	Project Expenditures ^{2/}			Outstanding Commitments	Expected TA Completion Date	Completed TAs	
					Cumulative up to 31/12/04	Transactions 01/01-31/12/05	Cumulative up to 31/12/05			Unutilized Financial Commitment (Savings)	Completion Date
			(A)	(B)	(C)	(D)	(E) = (C) + (D)	(F) = (A) - (E)	(G)	(H) = (A) - (E)	(I)
Results-Based Monitoring of Poverty Reduction & Growth	4612/AO	14-Jul-05	400,000.00		-	-	-	400,000.00	31-Dec-06		
Capacity Dev for Monitoring Devt Results of Natl Growth & Poverty Eradication	4624/AO	26-Jul-05	150,000.00		-	-	-	150,000.00	31-Jan-06		
Total Approved and Effective TAs			550,000.00	2,974,494.38	-	-	-	550,000.00			
				<i>CAD</i>	<i>1,000,000.00</i>						
				Canada	USD	775,494.38					
					EUR	700,000.00					
				Netherlands	USD	945,000.00					
				Norway	USD	1,254,000.00					
						<u>2,974,494.38</u>					

^{1/} US\$ equivalent of TA Grant at the time of TA approval.

^{2/} Actual disbursements.

^{3/} Represents the actual US\$ equivalent of contributions received.